

Great Lakes and Ohio River Division
U.S. Army Corps of Engineers
6 January 1998

CELRD-DE

SUBJECT: Great Lakes and Ohio River Division Campaign Plan

References:

- a. HQUSACE Campaign Plan, 14 March 1997
- b. USACE Strategic Plan, 14 February 1997 [<http://www.usace.army.mil/essc/vision/>].
- c. CSA Terms of Reference; USACE Focus Areas, 12 February 1997.
- d. "Quadrennial Defense Review Infrastructure Panel Installation Support Task Force," draft final report, February 11, 1997.
- e. Department of the Army Pamphlet 100-XX, "Force XXI Institutional Force Redesign," final draft, 2 December 1996.
- f. ER 10-1-2, "Organization and Functions, U.S. Army Corps of Engineers Division and District Offices," 1 May 1996 [<http://www.usace.army.mil/inet/usace-docs/eng-regs/er1012/toc.htm>].
- g. "Task Force Report on District Restructuring," December 1995.
- h. "Headquarters Task Force Final Report," (Genetti/Barber Report), volumes 1 and 2, 5 June 1995.
- i. "Division Organizational Guidelines Task Force Report," (Witherspoon Report), 27 January 1995.

1. Situation:

a. The Great Lakes and Ohio River Division is a major subordinate command of the U.S. Army Corps of Engineers (USACE). Like the rest of the government, the Division is undergoing a fundamental reassessment of its size and mission. The downsizing of the Defense and Civil Works budgets constrain resources in the Corps' traditional military and civil programs. At the same time the Army is calling on the Corps to expand its role in select areas, such as installation support, the environment, support to contingency operations, and privatization. In light of these trends, the Division needs to reassess its basic approach to business and its role within the region.

A corporate Division planning process and resulting Division Campaign Plan and District Operational Plans form the blueprint which the Division will use to guide its response to these challenges.

b. To achieve the USACE vision, the Division will focus on the "Corps Plus" master strategy that has three goals: revolutionize effectiveness, seek growth opportunities, and invest in people. This master strategy is supported by seven sub-strategies: (1) align for success, (2) satisfy the customer, (3) build the team, (4) serve the Army, (5) enhance capabilities, (6) build strategic commitment, and (7) reshape culture.

c. The purpose of this campaign plan is to provide guidance for the execution of those initiatives and actions to be undertaken in the Division to attain the goals, sub-strategies and initiatives developed by HQUSACE.

2. **Mission:** The Great Lakes and Ohio River Division meets customer commitments by providing quality, cost-effective products and services in a timely manner. We provide military construction and installation support in a five state area and civil works, environmental protection and regulation, emergency disaster response, and support to other government agencies throughout the Great Lakes and the Ohio River watersheds.

3. **Operations.**

a. Commander's Intent - The Division will reengineer its processes and structure to meet the changing needs of the Army and region, to improve effectiveness in traditional mission areas, to seek growth opportunities in areas of core competencies and at the same time invest in the people that perform the mission.

b. Concept of Operation - The Division campaign plan focuses on objectives to attain the vision and the means to manage continual improvement. The following objectives guide the division's energies in achieving its mission and attaining the vision. The supported sub-strategies of Corps-plus are shown after each objective.

Objective 1: Improve our quality and level of support to military installations. Build the engineer team (Corps, Director of Public Works/Base Civil Engineer and Engineer Units

*Satisfy the Customer
Build Team
Serve the Army
Reshape Culture*

Objective 2: Provide rapid support for deployment missions and natural disasters.

*Align for Success
Build Team
Serve the Army*

Objective 3: Shape a division workforce in which behaviors, actions and decisions are consistent with a “One Corps” philosophy, quality customer service and our corporate values (integrity, professionalism, quality and caring) to position the division to meet current and future challenges.

Satisfy the Customer
Build Team
Build Strategic Commitment
Reshape Culture

Objective 4: Enhance leadership at all levels within the division to build strategic commitment. Think and act corporately. Foster trust and confidence throughout the division.

Build Team
Build Strategic Commitment
Reshape Culture

Objective 5: Organize for the most productive use of Division-wide resources. Structure our organization, consistent with business processes, to support the customers.

Align for Success
Satisfy the Customer
Build Team
Enhance Capabilities
Reshape Culture

Objective 6: Focus on customer needs and expectations. Understand the customer. Meet or exceed our commitments. Provide customers one door to the Corps.

Align for Success
Satisfy the Customer
Build Team
Build Strategic Commitment
Reshape Culture

Objective 7: Market the U.S. Army Corps of Engineers as an aggressive, proactive agency that solves engineering and related problems. Develop, foster and leverage relationships to increase workload consistent with our core competencies.

Serve the Army
Enhance Capabilities
Reshape Culture

Objective 8: Develop innovative techniques and the most effective and efficient business processes consistent with core competencies and customer requirements.

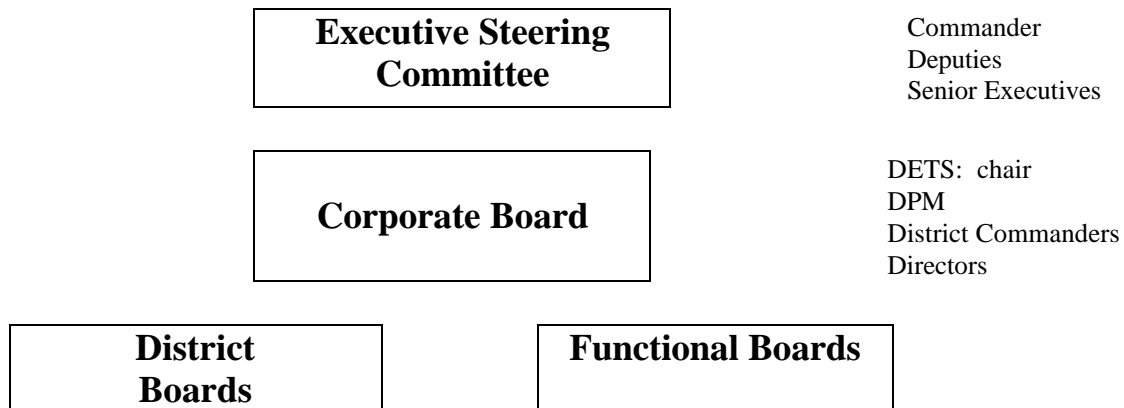
Align for Success
Satisfy the Customer
Enhance Capabilities
Reshape Culture

Objective 9: Make information technology work more effectively to manage programs and support customers. Provide one time data entry and real time information.

Align for Success
Satisfy the Customer
Build Team
Enhance Capabilities
Reshape Culture

4. **Process Management.**

a. Structure. The Division's Campaign Plan will be executed through a formal structure as shown in the figure below.



The components of the structure have both a specific makeup and responsibilities as noted below.

- **Executive Steering Committee (ESC)** – The ESC will be led by the Division Commander and include the Deputy Commanders and the Senior Executives. Quarterly the ESC will meet with the District Commanders. The ESC will meet as directed by the Division Commander. The ESC provides general oversight, direction, and prioritization of objectives; assesses performance; and adjusts direction on objectives as necessary.

- **Corporate Board (Board)** - The Board will be chaired by the Director of Engineering and Technical Services (DETS) and will include the Director of Program Management, the district commanders, and six directors (resource management, information

management, counsel, human resources, equal employment opportunity, and contracting). The Board will meet as directed by the chairman (to the extent possible, telephonically and by VTC). The Board will manage the quality process, functional boards, and implementation of the campaign plan. The Board will provide general prioritization of initiatives, receive progress reports, and evaluate the success of initiatives. The Board will also develop division-wide initiatives and charter Process Action Teams to develop action plans. The Board will report progress to the ESC and disseminate information to all levels of the division.

- **Functional Boards** - The Corporate Board will determine which functional boards should exist and what their composition should be. The functional boards will develop initiatives (division-wide), charter Process Action Teams to develop action plans, and report progress to the Corporate Board.

- **District Boards** - The district boards will develop district initiatives, charter Process Action Teams to develop action plans, and report progress to the Corporate Board. Districts will use their existing quality management structure and processes. This plan does not require renaming of existing groups.

- **Process Action Teams (PAT)** – The PATs will develop action plans to implement initiatives and provide progress reports to the board which chartered the PAT. Whenever possible, PATs will include representation from all stakeholders. Stakeholders include customers, suppliers, employees, mid-level managers and senior staff.

b. Deployment.

(1) The objectives set forth in this campaign plan will be used to develop initiatives for the division. Any stakeholder may submit initiatives for consideration.

(2) Generally, each initiative will have an action plan to support implementation of that initiative (or a group of initiatives). Action plans will be living documents. Any stakeholder may make recommendations for changes to action plans.

(3) Each action plan will be overseen and maintained by the assigned Process Action Team until such time as that initiative is completed. The team assigned to the initiative or its chartering board must approve changes to the action plans.

5. **Command and Communications:**

- a. Command. The Division Commander chairs the ESC, which is responsible for the broad oversight of the Campaign Plan.

(1) Division support to the assigned initiative PATs will be the responsibility of directors and office chiefs.

(2) Districts will develop operations plans (OPLANs) that support the campaign plan and tie in the district work force. The OPLANs will communicate the importance of fulfilling the vision.

b. Communications.

(1) The Director of Information Management

(a) Will ensure this campaign plan is posted on the Division Internet web site by COB 6 January 1998.

(b) Post all changes to the web site within seven days of implementation. Notify all offices when changes to the plan are posted.

(2) The Corporate Board, with support from PAO, will develop a communications plan to keep everyone in the division informed about progress toward the objectives.

/signed/
HANS A. VAN WINKLE
Brigadier General, U.S. Army
Commanding

ANNEX:

A - Initiatives

B - Action Plan Format

C - Schedule

DISTRIBUTION:

Each Director and Office Chief

Each District Commander

Annex A - Initiatives

It is anticipated that more initiatives will be identified than available resources can fully develop. In order to keep division efforts properly focused, it is important that initiatives be prioritized and fully supported through a “buy-in” process. All stakeholders should participate in the prioritization process. The criteria for prioritization recommended by the Campaign Plan team is noted below.

- a. Dysfunction (we are doing it, but not properly)
- b. Importance to the customer
- c. Feasibility
- d. Deficiency (we are not doing it, but should be)
- e. Break-through ideas

The initiatives below were developed by the Campaign Plan team and **are not** prioritized, finalized, or set forth for action. In addition, the team did not determine if these initiatives apply division-wide, to the division only, or some combination. The letters in front of each initiative represent the cross-reference to the objectives in paragraph 3.b. Based on the structure established in this plan, the Corporate Board, with guidance from the Executive Steering Committee, will determine initiatives to be undertaken and their priority. District and field employees and other stakeholders are encouraged to submit initiatives to their representatives on the Corporate Board.

Supported Objective

Initiative

- | | |
|---------|---|
| (1) | Installation support improvement. |
| (5) | Virtual Organization - Working through tech/teams geographically dispersed, implementing a culture change and matching the necessary hardware and software. |
| (5) | Use innovative virtual office methods to leverage existing competencies within division and beyond. |
| (8) | Use innovative contracting methods. |
| (8) | Streamline planning process. |
| (8) | Re-engineer maintenance processes. |
| (6) | Implement regional advocate program. |
| (5 & 8) | Develop lessons learned system. |
| (6) | Improve /establish customer outreach program. |
| (5) | Regionalize/restructure/realign to meet needs and requirements. |
| (7 & 5) | Corporate approach to budget management. |
| (8) | Develop and implement marketing plan. |
| (4) | Reshape CMR/PRB to become future focused. |
| (3) | Establish LRD diversity group (board) to lead effort. |
| (3) | Seek and develop diverse workforce. |
| (3) | Align systems and behaviors to reinforce desired cultural norms. |
| (8) | Re-engineer navigation modernization process. |
| (7) | Expand civil works environmental restoration program. |
| (9) | Standardize hardware and software and ensure training provided. |

Annex B - Initiative Action Plan Format

It is anticipated that most initiatives will have action plans developed by the assigned team. The following content is recommended for those action plans.

Description
Supporting Tasks
Define Team
Reference to Corps Plus Strategy
Implementation phases
Linkage to other Actions
Timeline and Milestones
Metrics
Resources Required
Impacts and Mitigation

Annex C - Schedule

The schedule and implementation of specific initiatives to attain the objectives is the purview of the Corporate Board. The following are initial milestones to implement the plan:

26 Nov	Publish draft for comment
9 Dec	Brief commanders
15 Dec	Final comments due
6 Jan	Commander approves plan and it is fielded
27 Jan CMR	Corporate Board briefs initial plans and schedule Colonel Hougnon provides feedback and guidance on district operation plans
Apr CMR	Commanders and Corporate Board brief implementation plans